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## Corporate social Responsibility : Linkage Business Performance and Social Performance

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# CORPORATE SOCIAL RESPONSIBILITY: LINKAGE BUSINESS PERFORMANCE AND SOCIAL PERFORMANCE

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*Various types of corporate social responsibility (CSR) are perceived differently by parties associated with those activities because CSR is driven by different motives. This study investigates how CSR activities – CSR activities concerning health and well-being of mothers and children – act as liaisons between business performance (brand attitude and loyalty) and social performance (children's quality of life). A survey was conducted in Indonesia on 450 respondents – customers of firms in industries related to natural resources and in regards to children's well-being. The data were considered via factor analysis and multiple regression analysis. The results show business, stakeholder, and moral motives. Brand attitude and loyalty can influence perceptions toward these motive. Further, these motives could increase or decrease social performance. Companies should consider the type of CSR activities to engage in because the activities can be perceived as being driven by different motives and have different impacts on social performance. This result suggests that companies can harmonize business aspects and social aspects of CSR in creating value.*

*Keywords: brand attitude, children's quality of life, CSR motives, customer loyalty.*

*Berbagai jenis corporate social responsibility (CSR) dirasakan berbeda oleh pihak-pihak yang terkait dengan kegiatan tersebut karena CSR tersebut didorong oleh motif yang berbeda. Penelitian ini menyelidiki bagaimana aktivitas CSR mengenai kesehatan dan kesejahteraan ibu dan anak - bertindak sebagai penghubung antara kinerja bisnis (brand attitude and loyalty) dan kinerja sosial (kualitas hidup anak-anak). Sebuah survei dilakukan di Indonesia terhadap 450 responden - pelanggan perusahaan di industri yang terkait dengan sumber daya alam dan kesejahteraan anak-anak. Data tersebut dianalisis melalui analisis faktor*

**Abstract**

**Abstrak**

*dan analisis regresi berganda. Hasilnya menunjukkan motif bisnis, pemangku kepentingan, dan moral. Sikap dan loyalitas merek dapat mempengaruhi persepsi terhadap motif ini. Selanjutnya, motif ini bisa meningkatkan atau menurunkan kinerja sosial. Perusahaan harus mempertimbangkan jenis kegiatan CSR untuk dilibatkan karena kegiatan dapat dianggap didorong oleh motif yang berbeda dan memiliki dampak yang berbeda terhadap kinerja sosial. Hasil ini menunjukkan bahwa perusahaan dapat menyelaraskan aspek bisnis dan aspek sosial CSR dalam menciptakan nilai.*

*Kata kunci: sikap merek, kualitas hidup anak, motif CSR, loyalitas pelanggan.*

Today, companies must be concerned with their contributions to society. Fluctuation of economics, scarcity of resources, and advancements in technology drive customers in responding to corporate strategies. Sustainability becomes a critical issue along with changing patterns of consumption, such as more concern with healthy or green products, life style, and environment. This situation emphasizes the importance of evaluating performance through some parameters of environmental quality and community welfare.

Previous research has shown the effect of CSR activities on customer reaction. As a strategy, CSR creates value by strengthening relationships with stakeholders (Peloza & Shang, 2011; Barnett, 2007), influencing trust, commitment, and behavior (Castaldo et al., 2009; Becker-Olsen et al., 2009), purchase intention (Marin et al., 2009), purchase decision (Maignan et al., 2001; Oberseder et al., 2011), and corporate outcome (Groza et al., 2011). These perspectives focus on the outcome of CSR activities. Hence, this research demonstrated the linkage between social activities and business performance. Lin et al. (2011) demonstrated both company ability in

business activities and CSR as social activities, which have an impact on customer evaluations toward a company and its products. Research has also demonstrated the antecedent of CSR: company trustworthiness and expertise (Alcaniz et al., 2010) and human values (Gonzalez-Rodriguez et al., 2015).

Previous empirical research focuses on how social activities delivered business performance. However, Sirgy and Lee (1996) stated that quality of life gives direction to marketing in developing an offering that will enhance consumer well-being and to market the products in such ways through minimizing negative effects on customers and society as well. Pava (2008) states that social responsibility improves life because CSR constitutes business commitment to contribute toward sustainability as social performance. Therefore, it is necessary to investigate the alignment of corporate activities to social performance. Hence, CSR should create social performance, such as improving society's quality of life (QOL). As business-oriented companies, first companies have the responsibility to create economic performance, then ultimately they must fulfill their

philanthropic responsibilities (Caroll, 1991). Based on the above arguments, this study investigates whether business performance influences customer perceptions toward CSR as social activities and further creates social performance. Hence, this study examines a comprehensive understanding about antecedents and consequences of CSR in one model.

Companies' response to consumer expectations involving philanthropic activities is intended to show that businesses are, in fact, good corporate citizens. Corporate citizenship shows interest in the well-being of stakeholders (other interest) rather than only focusing on business (self-interest) (Combe, 2011) and is connected to core business through social and financial performance (Crittenden et al., 2011). Previously, Maignan et al. (1999) explained that corporate citizenship directs an organization to design its activities and processes concerning their social responsibility by engaging in four types of responsibilities: economic; legal; ethical; discretionary citizenship. Responsibility in economics forces a company to achieve economic goals and comply with legal requirements and moral rules in society. Finally, a business must be concerned with social welfare.

Companies must conduct business that reflects their attention to social issues as a strategy through embracing corporate social responsibility (CSR) (Kotler & Lee, 2005). CSR and the issue of sustainability are two common themes repeatedly used in the discussion of economic contributions, society, the environment, and the consequences of business activities (Torugsa et al., 2013). CSR can be an investment

because activities that concern green create value to customers and society (Balqiah et al., 2016), employees, shareholders, and society in general (Narwal & Singh, 2013).

Previous research in Indonesia shows that CSR activities of Pertamina, Toyota, Sampoerna, Lifebuoy, and Aqua-Danone affected the quality of life of the recipient society (Balqiah et al., 2011). Another study showed a significant relationship between CSR motives and children's quality of life (Balqiah et al., 2012) and between CSR motives and society's quality of life (Balqiah et al., 2013). These studies demonstrate the influence of CSR activities toward society and less fortunate children, who are also stakeholders of a company.

Following previous research, this study focuses on companies that have conducted CSR activities and are committed to building a better quality of life for society over several years. This paper investigates CSR activities directed toward children's health because children are the future generation and future customers. Different from previous research, which has not been widely studied, this study would like utilize the opposite perspective, which is to identify the influence of business performance on customer perception toward CSR motives and how this perception influences the quality of life.

In the next section, this paper will explain the literature review as a foundation to develop conceptual framework. Furthermore, this paper will discuss the methodology and the result, followed by discussion and, finally, the implication and future research.

## LITERATURE REVIEW

### *Stakeholder Theory*

Stakeholder theory explains the relationships between a firm and its stakeholders (Freeman, 1984). This approach suggests corporate focus on other stakeholders in addition to shareholders with the result to be concerned beyond business performance (e.g., profit maximization) (Hult et al., 2011). Hence, a company must contribute to the development of society (Swaen & Chumpitaz, 2008).

Donaldson and Preston (1995) described three aspects of stakeholder theory: descriptive, instrumental, and normative. Descriptive aspects present and explain the relationship with external factors. Instrumental focus on the result and normative concern to act by managers and other agents have consequences on all stakeholders' interest in regards to moral values and obligations.

### *Corporate Social Responsibility*

Corporate social responsibility (CSR) refers to the activity that requires a firm to be concerned with society or community, who are related to corporate business activities or operations (Smith, 2003). CSR perception works as a reflection of company commitment to support communities (Lichtenstein et al., 2004). Two conditions identify companies as socially responsible (Campbell, 2006), namely, (1) companies must not consciously carry out activities that are detrimental to their stakeholders; (2) and if they are exposed causing harm to their stakeholders, companies must resolve and prioritize the matter. Ferreira and de Oliveira (2014) summarized CSR as a voluntary participation to create

positive social impact designed for stakeholders in the form of policies and practices.

According to Vidaver–Cohen and Brønn (2015), corporate responsibilities involve three principle components: how companies conduct sincere and transparent business transactions, consider the welfare of stakeholders in managerial decisions, and create value to the community and the natural environment beyond regulation. Maignan and Ferrell (2004) show the importance for a company to expand the scope of its social contributions to stakeholders other than customers through various social initiatives. Some of a company's stakeholders are directly involved in production activities, such as employees and managers, and others are outside the scope of production, such as investors and partners. Still other stakeholders are the parties outside the company that become involved with the company for various reasons; examples of this type of stakeholder are customers and local communities.

CSR is company's commitment to show concern for community welfare in doing business activities, which contribute to a company's resources (Kotler & Lee, 2005). The company's social initiatives can be seen from the company's main activities to support social causes and fulfill its commitment to CSR. Companies can choose from various types of CSR activities, such as cause promotion (provide fund), cause-related promotion (donate a portion of sales), and philanthropy (charities).

### *CSR motives*

Many CSR activities are driven directly or indirectly by stakeholders (Kiessling et al., 2015). CSR activities

will deliver value for different stakeholders, as it has an impact on corporate profits and the value of a firm (Malik, 2015; Gonzalez-Rodriguez et al., 2015). There is no general approach toward CSR activities (Porter & Kramer, 2006), although there are some fundamental issues of CSR inquiry, according to Basu and Palazzo (2008), which are stakeholder-driven, performance-driven, and motivation-driven motives.

Different individuals and different stakeholders may perceive CSR practices differently (Story & Neves, 2014). Individuals use context and environment to make attributions concerning CSR motives. Companies that perform many activities related to CSR have some background derived from different strategies, such as a reactive or proactive strategy (Groza et al., 2011). A reactive strategy is implemented in an effort to respond to or neutralize negative issues related to a company, whereas a proactive strategy is implemented before the emergence of any negative issues. The reasons for selecting a CSR strategy, of course, is to have different effects on the formation of consumer attitudes toward CSR activities, brands, and companies engaging in CSR. Groza et al. (2011) show that a proactive CSR strategy generates a more positive attitude than a reactive strategy. Furthermore, this positive attitude can encourage higher purchase intentions of target customers and increase the loyalty of existing customers.

According to Ellen et al. (2006), four factors motivate CSR activities. The first factor is value-driven attributions. These attributions produce the motive to care about the cause of CSR activities. The second factor

is stakeholder-driven attributions. These attributions reflect concern with expectations of different stakeholders. The third factor is egoistic attributions, which ascribe a firm's participation toward self-centered reasons (e.g., reputation). The last factor is strategic attributions, which relate to self-centered goals reflecting typical business objectives (e.g., increase stock price). Egoistic-driven motives deal with exploiting the activities rather than social concerns. Strategic-driven motives drive managers in attaining business goals (e.g., increase sales, financial performance). Stakeholder-driven motives are related to the support of social activities as a response to stakeholders' expectations. Last, values-driven motives are related to sincere causes that concern social issues (Vlachos et al., 2009).

Executives may contribute to CSR for both extrinsic and intrinsic motives (Graafland & Schouten, 2012). Extrinsic motives are financial motives; CSR must contribute to the long-term bottom line. Intrinsic motives are nonfinancial motives, such as employees' personal values and beliefs that direct a company to implement CSR. The other intrinsic motive is altruism. Managers may be concerned with CSR because they want to help society or are happy to engage in activities related to others' prosperity.

### ***Business Performance: Brand Attitude and Loyalty***

Brand attitude was defined as one's overall evaluation of a brand (Mitchell & Olson, 1981). "Overall evaluation" means that the object of evaluation could be based on multi-attribute or indicators.

Keller (2013) claims that the attitude toward brand in a multi-attribute model is a bundle of relevant attributes and benefits that produce the functional and symbolic benefit of one brand (Keller, 2013). The functional benefit of a brand describes the intrinsic advantage of a product or service, while the symbolic benefit describes the extrinsic advantage of a product and relates it to social actualization needs. Keller (2013) states that the symbolic benefit is relevant to symbolic products.

Consumers' attitude toward brands is the consumers' way of attaching the brand in their memory and affects their buying behavior (Low & Lamb, 2000). This attitude is significant in marketing because it forms a perception in consumer behavior.

Customer loyalty is commitment to repeat buying or repurchasing a product/ service/brand, thereby causing continued purchase of the same brand, despite contextual influences and marketing strategies having the potential to cause one to buy another brand (Oliver, 1999) and a commitment to rebuy or re-subscribe to the preferred product or service in the future, although it can be influenced by situational factors and marketing efforts that lead to switching behavior (Oliver, in Kotler & Keller, 2011). Loyalty is related to attitude and behavior and also to the conditions that direct consumers to the buying behavior (Dick & Basu, 1994).

Russell-Bennett et al. (2013) describe three dimension of loyalty, namely, emotional and cognitive (as attitudinal dimensions), and behavioral. These authors describe four generic functions of attitude, as previously explained by Katz (1960): utilitarian aspect of loyalty,

value-expressive aspect of loyalty, ego-defensive aspect of loyalty, and knowledge aspect of loyalty. Utilitarian concerns the benefit of attributes, value-expressive is a perspective of one's central values or self-concepts, while ego-defensive aspect is when attitude serves to sustain self-image, and knowledge aspect is focused as a cognitive structure about attributing meaning.

### *Quality of Life*

Jozefiak et al. (2008) define quality of life as a subjective evaluation about well-being in some dimensions: physical and mental health, self-esteem, perception of personal activities (leisure or hobby), and perceived connection with social relatives in groups in social life, neighbours, and family. In 1993, WHO defined QOL as the perception of an individual's role in life, culture, and value systems where they live and in relation to goals, expectations, standards, and concerns.

Felce and Perry (1995) introduce seven domains to measure quality of life, namely, relationships with others, emotional well-being, health, material well-being, working activity, feeling part of one's local community, and personal safety. Social economics development viewed capital as the antecedent of quality of life, e.g., human, social, economic, built, and nature capital (Sirgy et al., 2011). These authors also discuss personal utility concepts in regards to expression of community members' satisfaction with their overall life, life domain (e.g., educational life, entertainment life, social life, etc.), and community characteristics and services.

Concerning children, one instrument measuring quality of life is KIDSCREEN,

which is an instrument constructed by the definition of quality of life as multidimensional aspects that measure physical, emotional, mental, social, and behavioral components related to well-being and function, as perceived by children or other individuals (Ravens-Sieberer et al., 2014).

### ***Research Model***

Customers are more concerned with visual aspects of an offering that could directly affect their buying decisions, such as brand, packaging, innovation, compliance to standards, warranty, and other information about the product (e.g., size, color) (Maignan & Ferrell, 2004). CSR initiatives toward society leads to offering added value not only for the public but also for the company. In regards to added value, and as business entities have a responsibility to shareholders, first, a company must fulfill its obligation to create business performance and then consider social performance. Companies employ CSR activities to develop and amplify connections with their multiple stakeholders, including consumers, suppliers, competitors, and investors, among others (Raghubir et al., 2010).

Brown and Dacin (1997) explain the importance of a company's ability and proficiency in creating and distributing good quality of product and service. Brand attitude and customer loyalty are the marketing performance that reflect company ability in creating business performance. Furthermore, a company's ability has an impact on customer response to CSR (Feldmann & Varquez-Parraga, 2013).

When CSR activities are targeted toward society, the goal is usually to increase education, health, welfare, happiness,

and constancy. Fruitfulness of such activities can be measured by using quality of life indicators: economy, social, health, subjective assessment of happiness, and life satisfaction (Sirgy et al., 2012). The effects of CSR on general quality of life are consistent with previous studies (Sirgy & Lee, 1996; Wilkie & Moore, 1999; Sen et al., 2006; Castaldo et al., 2009; Raghubir et al., 2010; Balqiah et al., 2011, 2012).

The conceptual model of this research is intended to evaluate the relationship among brand attitude, loyalty, CSR motives, and perceived quality of life. This model is built through an extensive literature review (Figure 1). The main difference between previous studies and this research involves the construct of brand attitude and loyalty as an antecedence of CSR.

The perception toward the reason why a company engages in CSR activities will influence customer's evaluation and response to CSR activities (Becker-Olsen et al., 2006; Ellen et al., 2006; Vlachos et al., 2009). In this study, a customer's evaluation means his or her evaluation toward the outcome of CSR in creating children's quality of life. Consumers can differentiate among others – centered, self-centered, and win-win – motives of activities, or combination, and how these perceived motives will have an impact on their perception toward children's quality of life. Thus, how business performance will influence social performance. In this research, CSR motives have been developed in previous research (Balqiah et al., 2016a; 2016b).

### ***Hypothesis***

Brand attitude and customer loyalty are the result of corporate and marketing



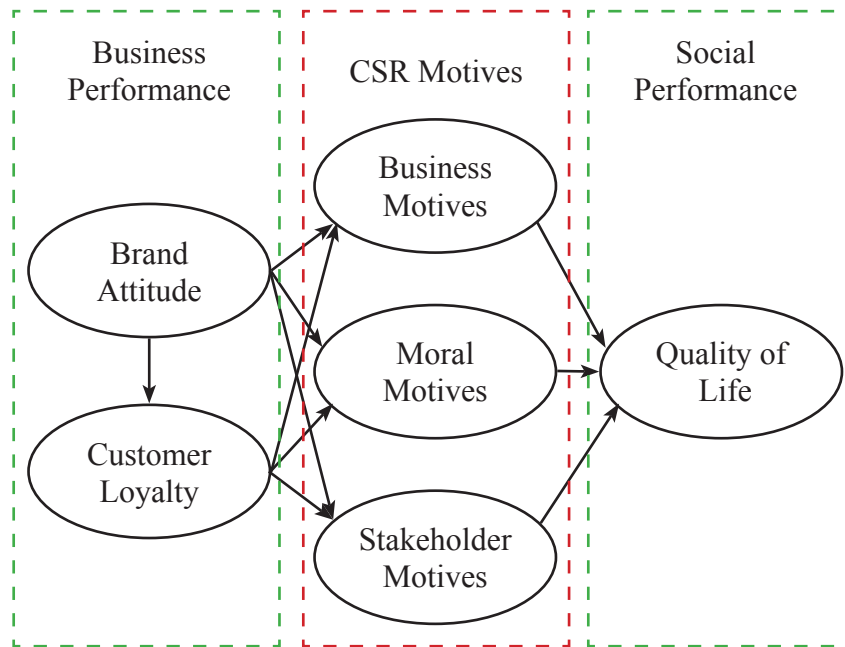


Figure 1. Research Model

strategy as business performance. These outcomes reflect relational quality between customers and brands/companies (Vlachos et al., 2009) and brand attitude influence loyalty (Suh & Yi, 2006).

Hypothesis 1: Brand attitude positively influences loyalty

Being socially responsible is important, but firms must also make a conscious decision about the ratio of doing good things to strategic benefits in their CSR activities (Peloza & Shang, 2011). The sustainability concepts are directed toward the requirement of harmonizing social aspects and business aspects of a company in creating value.

Brown and Dacin (1997) discuss the importance of a company's ability and experience in producing and distributing good quality of product and service. Brand attitude and customer loyalty are the marketing performance that reflects a company's ability in creating

business performance. Furthermore, a company's ability has an impact on customer response to CSR (Feldmann & Varquez-Parraga, 2013).

Carroll (1991) discusses economic responsibility as the foundation of a pyramid. The primary goal for a company is to run its business by producing goods and services that consumers need and to make that create economic performance. It means, first, that a company must focus on creating business performance. At the ultimate pyramid is philanthropic responsibilities, i.e., a company must conduct strategies or programs that are a concern to social welfare and/or goodwill.

Vlachos et al. (2009) found that, when consumers are satisfied, they were inclined to perceived a firm's self-serving CSR motive. It means that, if high-quality service is offered, consumers tend to attach significance to

public-serving motives. This is related to attribution theory, which explains the reason why consumers evaluate a firm's motives to sponsor prosocial activities (Kang & Atkinson, 2016).

Haefner et al. (2011) explained the hierarchy model of brand familiarity–brand attitude–brand trust in developing purchase intention. Further, there is a relationship between brand trust and loyalty (Chaudhuri & Holbrook, 2011; Idress et al., 2015) and a relationship between brand attitude and loyalty (Taylor & Hunder, 2003; Rajumesh, 2014). This study posits the following hypothesis:

Hypothesis 1: Brand attitude positively creates customer loyalty

Research by Green and Peloza (2014) demonstrate that customer trust influences attribution toward CSR motives, while brand trust and brand attitude enhance loyalty (Chaudhuri & Holbrook, 2011; Idress et al., 2015). This paper specifically investigates CSR activities that relate to children's health and proposes that, when customers have positive brand attitude and loyalty toward the brand/company that implements CSR activities (means high relational quality), they will create positive attributions about CSR. Otherwise, customers will have a negative attribution when they perceive low brand attitude and low loyalty.

Hypothesis 2: Brand attitude influences CSR motives

Hypothesis 3: Loyalty influences CSR motives

Customers expect businesses to consider human rights in their activities and interaction with employees, along with concern for the environment; therefore, globally, companies suggest that managers remain concerned with social

engagement as a tactic of corporate strategy (Bronn & Vidaver-Cohen, 2009). In business context, social initiatives are any program, activity, action, or policy undertaken by a profit-oriented company, which benefits society. However, most customers assume that companies have mixed motives or reasons why they conduct CSR activities (Öberseder et al., 2013). CSR improves employee working conditions and local community quality of life (Bohdanowicz & Zientara, 2008), and residence' quality of life mediated the influence of CSR toward their support to company development (Lee et al., 2017). Balqiah et al. (2011) also demonstrated the relationship of CSR belief and community quality of life that are perceived by their customers. Based on this literature review, this study developed the following hypotheses:

Hypothesis 4a: Positive CSR motives will increase children's quality of life.

Hypothesis 4b: Negative CSR motives will decrease children's quality of life.

## RESEARCH METHOD

### *Data*

Data were collected by cross-sectional survey in five area/cities: Makassar and Kupang (representing the eastern part of Indonesia) and Jabodetabek, Padang, and Surabaya (representing the western part of Indonesia), using self-administered questionnaires from 450 respondents who were selected by purposive sampling. The objects are AQUA-DANONE (mineral water), PERTAMINA (lubricant product), and FRISIAN FLAG INDONESIA (milk). The background for studying these firms does not relate to the product they produce but primarily because their

Table 1. Mean of Constructs

<b>Construct</b>	<b>Company/ Brand</b>	<b>Mean</b>
Brand Attitude	Pertamina	4.67
	Frisian Flag	4.79
	Aqua	<b>5.03</b>
Loyalty	Pertamina	4.26
	Frisian Flag	4.11
	Aqua	<b>4.51</b>
Business Motives	Pertamina	3.76
	Frisian Flag	3.76
	Aqua	<b>3.82</b>
Stakeholder Motives	Pertamina	4.11
	Frisian Flag	3.91
	Aqua	<b>4.17</b>
Moral Motives	Pertamina	4.79
	Frisian Flag	4.66
	Aqua	<b>4.77</b>
Quality of Life	Pertamina	4.25
	Frisian Flag	4.55
	Aqua	<b>4.37</b>

involvement with the heterogeneity and coverage of health CSR activities they engage in to nationally support society (e.g., AQUA supplies clean water for children, PERTAMINA encourages childrens' and mothers' healthy lifestyle, and FRISIAN FLAG inspires children to drink milk and lead a healthy lifestyle). These firms are big and well known, and they have implemented health CSR activities continuously and nationally over several years, i.e., suburban areas in western (Padang, Jakarta, and Surabaya), and eastern Indonesia (Makasar and Surabaya). The locations were chosen based on the area where these companies implemented CSR activities that are concerned with children's health

The questionnaire is developed by conducting a literature review and

previous research. The questionnaire consists of 33 questions (appendix) measured on a 6-point Likert scale for the five research constructs: 16 questions for health CSR (six items for business, five items for moral, and five items for stakeholder motives), eight items for quality of life, three items for brand attitude, and six items for loyalty. Before the main survey, a pretest was conducted using 30 respondents to ensure reliability and validity of all items. The pretest is used to refine the questionnaires by reducing response error. Furthermore, after 450 (@150 each brand) questionnaires are collected, structural equation modelling with Lisrel 8.8 is used to test all hypotheses at  $\alpha=5\%$ . All items are valid (standardize loading  $> 0.5$ ) and reliable (variance extracted  $> 0.5$ , and construct reliability  $> 0.7$ ).

Table 2. Hypotheses Testing

Independent Variables	Dependent Variables				
	Customer Loyalty	Business Motive	Stakeholder Motive	Moral Motive	QOL
Brand Attitude	12.01*	-3.13*	-0.40	2.07*	
Customer Loyalty		0.89	2.75*	5.61*	
Business Motive					-0.53
Stakeholder Motive					1.97*
Moral Motive					6.05*

## RESULT AND DISCUSSION

The sample consists of 45.1% males, 55.1% under 25 years old, and 68.3% do not have a bachelor's degree.

All companies have a high mean for brand attitude and loyalty (greater than 3). As shown in Table 1, Aqua has the highest mean of brand attitude (5.03) and loyalty (4.51), while the lowest mean of brand attitude is associated with Pertamina (4.25), and the lowest mean of loyalty is associated with Frisian Flag (4.21).

### *CSR motives*

Based on previous study (Balqiah et al., 2016a; 2016b), three dimensions of health CSR represent three motives for companies to conduct CSR activities, as perceived by their customers (Table 1). The three motives are business, moral, and stakeholder motives. The name of each motive (factor) reflects items represented by each factor. Business and stakeholder orientations are negative motives, and a moral orientation is a positive motive. Business motives concern financial benefit (i.e., economic performance). Stakeholder motive is reactive to stakeholder expectations (i.e., strategic consideration). Business and stakeholder motives represent strategic

and egoistic motives that are perceived by customers as negative (Ellen et al., 2006). This is similar to the perception of internal stakeholders who assume that companies only execute CSR activities because they are forced to do so by their employees and shareholders. This is perceived as insincere and considered a negative motive. This motive might be perceived as an institutional motive, suggesting that companies conduct social activities because there is pressure from other institutions (Bronn & Vidaver-Cohen, 2009). On the other side, a moral obligation is perceived to be a positive motive because this motive shows that companies are concerned about social aspects of the business.

### *Relationship Among Brand Attitude, Loyalty, and CSR Motives*

In this research, brand attitude and customer loyalty, as representations of business performance, influence CSR motives.

Brand attitude increases loyalty ( $H_1$  is supported), decreases business motives, and increases moral motives but does not influence stakeholder motive ( $H_2$  is partially supported). Loyalty did not influence business motives but increases stakeholder and moral motives ( $H_3$  is partially supported).

Further, business motives (negative motives) did not influence quality of life but stakeholder (negative motives) and moral (positive motives) increase quality of life. Hence,  $H_{4a}$  was supported and  $H_{4b}$  was not supported.

Brand attitude is an overall evaluation of the brand in terms of quality and satisfaction (Keller, 2013). Positive brand attitude will make customer resistant to any information that influences them to switch from particular brand (Rajumesh, 2014) and enhance loyalty (Taylor & Hunter, 2003). In this research, when respondents have a positive attitude toward the brand that conducts CSR activities, it will enhance their loyalty toward that brand. They will more loyal to the brand by recommending to others and continuing to buy the brand. This condition reflects high relationship quality because customer loyalty is the consequence of relationship quality (Hennig-Thurau et al., 2002; Giovanis et al., 2015).

Relational quality is a metaconstruct composed of several key components reflecting the overall nature of relationships between companies and consumers, such as trust, commitment, and satisfaction, which further increases customer loyalty (Hennig-Thurau et al., 2002). Global brand attitude could develop brand trust (Haefner et al., 2011); trust influences loyalty (Chaudhuri & Holbrook, 2001) and consumer attribution of CSR motives (Green & Peloza, 2014).

In this research, brand attitude and loyalty have different impacts on CSR motives. Brand attitude negatively influences perception toward business motives, increases moral motives,

and does not influence stakeholder motives. However, customer loyalty does not influence business motives and positively influences stakeholder and moral motives. Respondents have mixed positive and negative attributions toward CSR motives. This is in accordance with what is conveyed by Öberseder et al. (2011) in that CSR involves more than one customer's perception of CSR activities. If respondents have high relationship quality, it will lower their perception toward CSR activities driven by business reasons and higher perception of moral motives.

Companies engage in prosocial behavior because they are benevolent and not self-interested (Chernev & Blair, 2015); intrinsic motives and nonfinancial motives, such as managers' personal value and conviction, can be significant factors for CSR (Graafland & Schouten, 2012). Consumers trust the brand; thus, it can lower their attribution toward business motives and higher moral motives. Their commitment and trust toward a brand will enhance positive motives (moral motive) and minimize negative motives (business motive). This result is in accordance with the findings of Green and Peloza (2014) in small firms; there is a strong sense of trust that leads to the belief that small firms engage in CSR for "right" reasons. Thus, according Donia and Sirsly (2006), in this research, relationship quality toward companies, increase the perception about CSR activities of three companies (Pertamina, Frisian Flag and Aqua) was motivated by a desire to help the children (other-serving), rather than driven with the goal of benefitting the organization (self-serving). Thus the companies concern to society.

However, customer loyalty could also enhance stakeholder motives. It means, companies driven by stakeholder expectation, they implemented CSR as responses to the expectations of different stakeholders (Ellen et al., 2006). Because activities as reaction to stakeholders' pressure, this motives are perceived negative. Why does high relationship quality still lead negative motives? It could be in this research, stakeholder motives are not negative, and concern to stakeholder as intrinsic motives. Despite CSR activities being perceived as a response to stakeholder expectations, the action can still increase children's quality of life. CSR supports the belief that businesses can work together with government and other stakeholders to promote a better life since CSR itself is basically the commitment of business entities to support in sustaining economic development through collaboration with employees and local communities to recover their overall quality of life (World Business Council for Sustainability Development, 2004).

Other explanations come from the CSR fit perspectives. De Jong and van der Meer (2017) discuss resemblance between the characteristics of an organization and its CSR activities. Refer to Yuan (2011), there are two type of CSR fit: the degree CSR activities satisfy expectations of external stakeholders and compatibility among forms of CSR activities. De Jong and van der Meer (2017) show six intrinsic types of CSR fit: fit with product and service, process, employee, environmental impact, supplier, and geographical location.

In this research, CSR activities of Pertamina could be related to geographical location and Frisian Flag

and Aqua related to product fit. This condition creates positive motives of their CSR activities.

Further, as for negative motives, a business motive could not create quality of life, but moral motives as positive motives could enhance children's quality of life. In this research, when a company conducted CSR activities concerning health of children, respondents (customers) truly assure that the actions are driven by a company's genuine care for society. This attribution is associated with moral motives, customers' belief in the benevolent nature of the company, and CSR activities that could improve quality of life for children.

In this research, CSR activities were perceived as companies' reaction to stakeholder expectations. It does not mean that company's actions are not effective or unfavorable for the community, but respondents might perceive that an organization is only concerned with strategic perspectives in its investment (Story & Neves, 2005). In this case, stakeholder motives could be interpreted as both intrinsic and extrinsic. Amaeshi et al. (2006) stated that CSR was a complicated construct tied into the duality of economic maximization and/or benevolent practices.

### ***Effect of CSR Motives on Children's Quality of Life***

Two types of CSR motives can positively influence children's quality of life (Table 2). Moral and stakeholder motives increase QOL. Despite CSR activities being perceived as a response to stakeholder expectations, the action can still increase children's quality of life. CSR supports the

belief that businesses can work together with government and other stakeholders to promote a better life because CSR itself is basically the commitment of a business company to promote economic development in collaboration with employees and local communities to improve their overall quality of life (World Business Council for Sustainability Development, 2004). Therefore, stakeholder motives, both negative and positive, contribute to society. It may be the result of conviction that CSR activities still have a beneficial impact on society. Despite both motives having an impact on QOL, moral motives drive stronger impact to children's quality of life than stakeholder motives. Thus, Hypothesis 4 is partially supported.

When a company conducts CSR practices that are perceived as being sincere, it can be described as intrinsic (Story & Neves, 2005) because the company cares for society (Vlachos et al., 2013). In this research, if a company conducts CSR concerning the health of children respondents (customers), consumers truly believe it is driven by caring for society. This attribution is related to moral motives, where customers are assured of the benevolence and belief that CSR activities can develop the quality of life for children. When the practices are perceived to be conducted because of an intention to obtain support or avoid dissatisfaction from a community in general, this situation is perceived as CSR activities being driven by extrinsic motives (Vlachos et al., 2013).

In this research, CSR activities are driven by stakeholders because a company reacts to stakeholder expectations. It does not mean that organizational activities are ineffective

or not worthwhile for society but rather that stakeholders might perceive the organization as being strategic in its investment (Story & Neves, 2005). In this case, stakeholder motives can be interpreted as having both intrinsic and extrinsic motives. According to Amaeshi and Adi (2007), CSR is a complicated concept that has been bound into a mix of either/or economic maximization and benevolent practices.

Further, in this research, the recipients of CSR are not a society in the location of companies doing their business activities, but in a location where there is an issue about children's health in a suburban area. These companies implemented philanthropic CSR as their obligation to support society (Ellen et al., 2006).

## CONCLUSION

This study is consistent with previous research. Customers perceive health CSR activities as having positive and negative motives, namely, moral, stakeholder, and business motives. Brand attitude and customer loyalty have different impacts on positive and negative CSR motives that were perceived by customers. Companies that fulfill their responsibilities by carrying out healthy CSR activities (social consideration) can improve customer perceptions on children's quality of life in places where the company conducts its CSR activity (people consideration), i.e., suburban areas in western (Padang, Jakarta, and Surabaya) and eastern Indonesia (Makassar and Kupang).

This study demonstrated business performance in terms of relationship quality that influence customer

perception toward CSR motives; further, this perception influences the quality of life as social performance. In reference to Carroll (1991), first a company has the responsibility to create economic performance and ultimately conduct philanthropic social activities. This result also proved that business performance contributes to developing customer perceptions about social performance, which differ from most research that looks from the opposite perspective, e.g., the impact of society on business performance.

Based on the result, companies must maintain their relationship quality through developing brand attitude and customer loyalty and consider the type of CSR activity because there is a relationship between business and social performance. Attribution of CSR could reflect self-centered and other centered motives (Donia & Sirsly, 2006), business, egoistic, strategic, and value-driven (Ellen et al., 2006), intrinsic and extrinsic motives (Story & Neves, 2005), proactive and reactive strategy (Groza et al., 2005). Thus, a company must consider the appropriate type of CSR activities, as introduced by Kotler and Lee (2005). Further, because perception

or evaluation toward CSR motives are related to customer belief, a company must design CSR communication strategies to generate other-centered motives, moral motives, and institutional motives of their CSR activities.

CSR also mediates the relationship between relationship quality with customers and society quality of life as social performance. Thus, a company must be concerned with its stakeholder expectations while doing social activities.

This research only focuses on philanthropic activities concerning the health of children and studies on different categories of products that could have a different impact on the influence of relationship quality outcome via perception toward CSR motives. Future research should investigate the effectiveness of relationship quality constructs (i.e., commitment, trust, and satisfaction), the antecedent of relationship quality, combination of some CSR activities, and consider CSR fit. Regarding CSR fit to location, future research should consider the difference in quality of life based on locations and refine the measurement of children's quality of life.

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